Thoughts for AOL Meeting

Go-ahead confirmation
1. Begin looking for additional space and make commitment for taking space:
 . San Francisco, near current facility
 . 30,000-40,000 so ft, expansion options
 . up to $1.65 per foot

2. Begin all-out hiring
 . First pin down organization responsibilities
 . current pipeline   3 project managers
                                6-8 engineers
 . sources to include
        internal recruiter
        external recruiters
        contractors (short term engineering needs)
        job fair
        advertising
        referrals
        possibly get AOL "trainees"
        Redgate and other AOL companies ?

Production Services Processes
5/25/95

1. Profitability management metrics different from a classic software
company:

Project definition key-- revenue Vs estimate and schedule
Fixed fee and schedule difficult without design
Ideal is to adjust development effort after design

Overall profitability a "cultural issue".
must understand and live by
billable hours
billable percentage
project time Vs estimate/bid
scope is critical

Project management process must be consistent and defined- see phase
descriptions
Project definition
Design
Development

Customer interaction must be responsive
Sales role
Production Services Role

2. Project evolution with overlaps and transitions - Sales , Production
Services and Operations

Pre-project sales
Project Definition
Design
Development
Post installation support

VP
- Build organization
- Assign staff to projects
- Provide process structure
- Monitor overall production services performance
- Provide coordination with development, sales, operations

Director (position with significant increase in project managers)
- Overall responsibility for specific projects
- Monitor Project Manager performance on projects
- Insure timely staff evaluation

Project Manager
- Day to day responsibility for specific projects
- Provide Project Definition input to Sales for proposals
- Provide top level customer interface
- Develop task lists, schedules
- Monitor performance against task and schedules
- Insure project quality

Project Analyst
- Write system and module specifications
- Provide day-to-day customer interface
- Coordinate engineer-customer-specification interaction
- Manage testing/acceptance process
- Document production system
- Coordinate transition to support/maintenance group
- Coordinate use of third party tools

Human Interface Designer
- Design and implement story boards and screens
- Monitor testing and customer acceptance process
- Participate in user testing

Engineer
- Overall technical responsibility
- Provide technical guidance to Human Interface Designer
- Interface customer databases with publishing system
- Implement custom modifications
- Interface publishing modules
- Conduct system tests